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## CSAF survey results show improvements

*by Air Force Print News Service*

WASHINGTON (AFPN) — More than 279,000 Air Force active duty and civilians spoke their mind about issues affecting their day-to-day work in the 2002 Chief of Staff of the Air Force Organization Climate Survey.

Results of the survey, which ran Jan. 22 to March 8, were briefed to Gen. John P. Jumper, Air Force chief of staff, earlier this month.

“This survey provides me and leaders at all levels in the chain of command critical information on how we are doing in our organizations,” Jumper said. “We plan to use these results to make our working environments better for all Air Force people.”

Results of the survey were sent to commanders Air Force-wide on May 24.

“Once the commanders have the results in hand, they are urged to share the results with troops through feedback sessions, and translate the information into action,” said Lori Marcum, survey team leader.

Marcum said a primary goal of the survey was to make sure commanders at all levels are provided the necessary tools to take advantage of this valuable information.

Survey officials took great care to protect the anonymity of respondents. Officials said this resulted in the survey having the highest response rate to date with more than 65 percent of the Air Force participating, almost double the response rates of either the 1997 or 1999 surveys.

Overall, this year’s survey results went up in almost all areas as compared to the 1999 results. Participants rated questions from “strongly disagreed” to “strongly agreed.” The highest-rated area was unit performance outcomes. Ninety-three percent of the people agreed they are getting the mission done and are doing it well. The area rated second highest was jobs, at 91 percent, which indicates people find their jobs motivating, important, interesting and challenging, said officials.

But, only 72 percent of the respondents agreed about the adequacy of resources. Officials believe this is an indication that respondents are working hard, but think they do not have enough people to get the mission done.

Resources and unit recognition are areas where the Air Force has historically not fared well; however, there is an upward trend in the results of this survey compared with previous surveys. While resources were rated low, when asked the question, “Do I have enough time,” the rating is up from prior surveys, which is an indication work processes are improving. In the recognition area, 72 percent of respondents agreed they were being recognized — officially or unofficially — for exceptional performance by their chain of command.

In the unit leadership section, 78 percent of respondents agreed leadership in their chain of command, influenced the direction, people and culture, which officials say shows trust in their commanders.

Supervision is typically evaluated two ways: managing resources and taking care of people. Most respondents felt their supervisors looked out for their best interests. In fact, 82 percent agreed their supervisors were proficient in the areas of skills planning, organizing, leading and providing feedback.

In the general satisfaction section, 75 percent of respondents agree they receive a sense of accomplishment and personal fulfillment from the work they do and from the environment that surrounds them.

Survey responses showed little difference between home station or deployed units in key measures such as unit performance perceptions, general satisfaction and characteristics that motivate people to go above and beyond the job without official rewards and recognition. Also, there was little difference in these measures between deployed areas of responsibility.

The historical section asked respondents who were assigned to the same unit when the 1999 survey results were released if their leaders used 1999 survey results in a positive way. Forty-one percent agreed the results were used in a positive way; however, 43 percent did not know, and 16 percent said results were not used positively.

To ensure accurate analysis of the survey data, the Air Force Manpower and Innovation Agency’s survey team worked with experts in the developing aerospace leaders office and department for management at the U.S. Air Force Academy for statistical advice and for reliable question set assistance.

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Further analysis showed higher ratings in all outcomes for units in which leaders provided feedback to their people; however, providing feedback alone does not create higher results, said officials. They said data indicates leaders who listened and implemented ideas and suggestions tended to have higher performing units, more satisfied people and people who are willing to go above and beyond the job without official rewards and recognition. @